



ORIGINAL RESEARCH ARTICLE

PROJECT MANAGERS' PERCEPTIONS ON BARRIERS TO EFFECTIVE STAKEHOLDER MANAGEMENT (ESM) IN MULTIFARIOUS INFRASTRUCTURE PROJECTS (MIPs) DELIVERY IN NIGERIA

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ABSTRACT

Many projects were known to have failed due to ineffective stakeholder management. This study investigated views of Project Managers (who participated in the delivery of Multifarious Infrastructure Projects (MIPs) in north eastern and north western regions of Nigeria) on barriers to Effective Stakeholder Management (ESM) in MIPs delivery in Nigeria. The study was conducted with the aim of preventing or at least minimising the projects' failure rates due to ineffective stakeholder management. Extensive literature review, questionnaire survey, and Relative Importance Index (RII) analysis methods were used to conduct the study. Barriers to ESM in the projects' delivery were identified and ranked according to the project managers' perceptions on their respective levels of influence against ESM. The study discovered that barriers with different levels of impact inhibit effective stakeholder management in MIPs delivery. Client's Uncooperative Attitude; Failure to Identify Potential Conflict Areas; Uncooperative Attitude of Stakeholders; Project Manager's Poor Knowledge of Stakeholder Management/Failure to Understand Stakeholders' Needs and Expectations; and Failure to Meet Information Requirements of all Stakeholders were ranked as the first, second, third, fourth and fifth (in descending order) barriers to ESM in MIPs delivery respectively. The study concluded that current approach to stakeholder management in MIPs needs to be improved considerably and accordingly recommends the development of an appropriate strategy for handling stakeholder management in the delivery of MIPs and other projects in Nigeria.

Keywords:

Barriers
effective stakeholder
management
multifarious infrastructure
projects
project managers and
stakeholders .

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1.0 Introduction

Involvement of many stakeholders with varying interests, power/influence and expectations in MIPs delivery has necessitated the need for the projects' managers to understand what enhances or militates against effective stakeholder management (ESM) in the projects' delivery. A project's manager's ability to effectively manage stakeholders in a project's delivery plays a great role in ensuring achievement of the project's desired goals and objectives. This corroborated the views of some authors such as Chinyio and Omoloyaie (2015) who argued that ESM sets a basis for deciding which stakeholders are to be involved in determining a project

goals and measuring its success. Chandrayan (2017) discovered that achievement of a project's desired goal depends upon the skill-set of project managers and their human management traits while Bodepudi (2018) opined that managing people to ensure that project team members are meeting the deadlines and following the guidelines was the key element of project management.

Stakeholder Management (SM) has been defined as "the systematic identification, analysis and planning of actions to communicate with and influence stakeholders" by Project Management Institute (PMI, 2004). Olander and Landin, (2008) argued that the aim of stakeholder management in projects is to attain the desired and successful implementation of the project and avoid unnecessary conflicts and controversies with the project stakeholders. The foregoing statements imply that ineffective stakeholder management in a project delivery will affect the success of the project. Chino and Olomolaiye (2015) discovered that ineffective stakeholder management will reduce probability of successful project completion due to conflicts between stakeholders and result in dissatisfaction with project outcomes and adverse disruption to budget and schedule. Another study by Eskerod and Jespen (2013) discovered that carrying out a project as planned was not a guarantee for success as the project may still fail if stakeholders are not sufficiently managed.

Ineffective stakeholder management has been identified as one of the main causes of projects' failure in Nigeria. Infrastructure Concession Regulatory Commission (2012) attributed refusal of some motorists to pay road tolls, which affected the performance of Lekki Toll Road Concession Project in Lagos, to ineffective SM at the early phases of the project. Ibrahim et al (2006), in their work, identified ineffective SM as risk associated with successful PPP projects in Nigeria. The foregoing discourse clearly highlighted the need to identify factors that enhance or militate against ESM in projects' delivery. Eyiah- Botwe¹ et al (2015) suggested that it was imperative for appropriate stakeholders to identify factors militating against effective stakeholder management in the delivery of their projects. Yang et al. (2009) discovered that there are significant barriers and challenges which militate against successful stakeholder management in construction projects' delivery.

It has however been observed that despite identified negative impacts of ineffective SM on project success, not much efforts were made to identify and address factors militating against ESM in project delivery particularly in developing countries like Nigeria. Eyiah- Botwe¹ et al. (2015) observed that while many studies have considered Critical Success Factors (CSFs) for stakeholder management, not much has been done on Critical Barrier Factors (CBFs) to ESM in developing countries. It is in view of the foregoing that this study investigated project managers' perceptions on barriers to ESM and their respective levels of influence (ranking) on SM in MIPs' delivery with the aim of preventing or minimizing incidences of the projects' failure due to ineffective stakeholder management. Finding from the study will give project managers an idea of which barriers to address/focus on in order to achieve ESM in MIPs delivery. Findings from this study can also help project managers to enhance their chances of managing their projects successfully.

MIP for the purpose of this study refers to one large infrastructure project comprising three different types of projects for example one large project comprising building, civil engineering

and services sub-project such as establishment of a large housing estate, hospital, industry and so on.

The aim of the study was achieved through identification of factors PMs considered to be barriers to ESM in the delivery of MIPs in Nigeria and assessing/ranking the level of influence of each of the identified barriers against ESM in the projects' delivery.

2. Literature Review

2.1 Multifarious Infrastructure Projects

MIPs have been described differently by different institutions and scholars. Fox and Miller (2006) and Bekker (2008) referred to them as mega-projects, macro-projects and/or super projects. The projects, which have significant impact on the socio-economic development of countries all over the world (Bekker, 2008), are always in continuous demand due to increasing global population, aging infrastructure, increasing urbanisation and so forth. The projects usually attract huge investment in their procurement and involve numerous stakeholders often with conflicting interests in their delivery. MIPs comprise many sub-projects and involve many stakeholders such as the clients, consultants, contractors, sub-contractors, financial institutions, end users, government agencies, media, regulators such as the local and national authorities, local community groups, and other independent groups with special interests in their delivery. These stakeholders with varying stakes, influence and power; undertake different roles and responsibilities that could lead to the success or failure of the projects.

The large number of stakeholders and/or role players and work packages involved in the delivery of MIPs makes their management more complex than those of small conventional projects. Fox and Miller (2006) were of the view that as a project increases in size, the challenges associated with managing relationships among its sub-projects grow more intricate. Conflict between and among MIPs participants often occurs in the course of the projects' delivery due to divergent interests of the numerous participants and stakeholders involved in the delivery. Fox and Miller (2006) were of the opinion that potential for conflicts between and among project stakeholders depends largely on the project's scope and environment. Internal conflicts, conflicts in sponsor - contractor relationship and conflicts over resources were identified by Fox and Miller (2006) as the three major conflicts likely to occur between and among MIPs' stakeholders in the course of the projects' delivery. The fact that each of these conflicts has the potential of impacting negatively on the projects' delivery, made it imperative for managers of the projects to handle issues associated with MIPs' stakeholders with utmost caution.

The foregoing discourse clearly indicated that delivery of an MIP involves significantly more stakeholders with multiple views and opinions than that of a conventional project thereby making the management of MIPs' stakeholders and the projects' delivery very challenging.

2.2 Managing MIP's Stakeholders

Stakeholder management in MIPs' delivery is more complex than that in small conventional projects' delivery due to involvement of large number of stakeholders (with multiple stakes, views and opinions) in MIPs' delivery. It is therefore imperative for MIPs' project managers to adopt an effective strategy for managing these numerous stakeholders effectively with a view to achieving successful project delivery devoid of any rancour. Attaining desired and successful

implementation of a project and avoiding unnecessary conflicts and controversies with project stakeholders had earlier been identified as a key aim of stakeholder management in projects by Olander and Landin (2008).

Project Management Institute (PMI) (2013a) has defined a project stakeholder as an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio. Although different kinds of stakeholders are involved in each particular project, stakeholders in construction projects such as MIPs can, according to Chino and Olomolaiye (2015), be classified into five main groups: clients, consultants, contractors, external public parties and external private parties. Clients, consultants and contractors can be grouped together as internal stakeholders, while the remaining parties are considered external stakeholders. Stakeholders can also be classified as primary or secondary. Teye Buerthey (2016) reported that other works disagreed with the above conceptualisations and categorisations of stakeholders for uncertainty and suggested that a difference should be made between stakeholders, stake watchers and stake keepers. In terms of classification, stakeholders are those who have a tangible and real stake in a project. Stake watchers, in turn, do not actually have a stake themselves but they guard the interests of actual stakeholders. Examples of stake watchers are unions and community pressure groups. Botchway (2001) postulated that stake keepers are autonomous regulators, such as governments, regulatory agencies and certification organizations, who have no stake but have influence and control. This study, while appreciating further explanation on stakeholder classification offered by the immediate foregoing argument, aligns itself with classification by Chino and Olomolaiye (2015).

Newcombe, (2003) postulated that construction projects such as MIPs have, by their nature, diverse stakeholders who play various roles and responsibilities in a project's delivery. These stakeholders who are from different disciplines, backgrounds, have different goals, interest, stake and influence which can affect or be affected by the project outcome. Their interest, influence, power and perception about the project, among others, need to be managed effectively for a successful project delivery. Meeting project stakeholders' satisfaction and needs has been identified as a measure of project success by Project Management Institutes (2013). Moreover, Mok et al. (2013) discovered that mega construction projects such as MIPs require ESM in their delivery due to the management challenges posed by involvement of numerous stakeholders in the delivery.

SM is an essential part of project management process which entails processes and techniques employed to effectively manage relationships between project organisation and stakeholders with a view to enhancing positive and reducing negative impacts of stakeholder influence on project goals and objectives. SM requires systematic identification, analysis, planning actions, communication, and negotiation aimed at influencing these stakeholders (Lock, 2007). The process could, if conducted properly, serves as an opportunity for achieving stakeholder satisfaction, which is a key to meeting client's objectives, value, concern and success.

An MIP manager should, therefore, excel in organising, delegating, communicating, directing, and getting along with the project's stakeholders such as members of the project manager's team, sponsors, government regulators, bankers, contractors, the media, and representatives of

local interest groups. The PM should also adopt flexible and dynamic SM approach in order to deliver satisfactory outcomes to the stakeholders. A test for effective management of MIPs is the degree to which the projects' objectives has been achieved in terms of quality, within budget, time and expected service delivery to relevant stakeholders' satisfaction.

The main steps involved in stakeholder management in construction projects include stakeholder identification, stakeholder analysis, stakeholder classification and formulating/adopting stakeholder management strategy. Researchers have suggested several approaches to SM. Lock (2007) recommended identification of stakeholders, gathering information about the stakeholders and analysing their influence as a systematic approach to SM. Bourne and Walker (2005) adopted stakeholder circle approach which involves identification of stakeholders, prioritisation, visualisation, engagement and monitoring effect of their involvement. Chinyio and Olomolaiye (2015) stated that stakeholder management can be carried out in many ways including evaluating needs and expectations of stakeholders in relation to main project goals.

The foregoing statements implied that MIPs' managers should identify all stakeholders that are, in one way or the other, associated, with the delivery of their projects. It can also be deduced from the statements that it is important for every MIP manager to understand the needs, expectations, power and influence of every stakeholder associated with the delivery of his/her project and manage them well in order to achieve successful delivery of the project. Abdu Lawan (2016) reported that some unidentified stakeholders protested against the execution of an MIP because their needs and expectations were not taken into consideration when initiating the project. The protest led to suspension of works at the affected project's sites and affected its completion period. . The manager should also ensure that all stakeholders are appropriately communicated with, engaged and prioritised according to their influence on the success or otherwise of the project. Limiting stakeholder engagement to only few stakeholders such as internal stakeholders, which used to occur in many circumstances, could derail a project. TRB (2015) believed PM of complex projects such as MIPs must develop solutions to satisfy all stakeholders, including external stakeholders, who can affect the manager's ability to achieve the complex project's objectives.

Whatever approach an MIP manager adopts in managing a project's stakeholders, it is important to ensure that they (stakeholders) are effectively managed because effective management of stakeholders of a project is an important key to the project's success. Findings of a study reported by Chinyio and Olomolaiye (2015) reinforced the foregoing statement by stating that ineffective stakeholder management reduces the probability of successful project completion due to conflicts between stakeholders, dissatisfaction with project outcomes and adverse disruption to budget and schedule.

The importance of SM to successful project delivery highlighted above has made some scholars to investigate and discover factors that could influence SM in project delivery. Yang et al., (2009) confirmed 15 Critical Success Factors (CSFs) for stakeholder management for developing countries while Hammad, (2013) identified 23 CSFs for the Gaza strip construction industry. Other studies by Chinyio and Akintoye, (2008); Olander and Landing, (2008); Jepsen and Eskerod, (2009); and Li et al. (2011) have also identified and studied critical success factors (CSFs) for stakeholder management in construction projects. Critical success factors (CSFs) for stakeholder

management have been described as activities, practices and considerations that can directly or indirectly ensure successful stakeholder management (Eyiah- Botwe1 et al. 2015).

Yang et al. (2009), in their work, discovered challenges associated with the processes of stakeholder management that are militating against Effective Stakeholder Management (ESM) in project delivery. A recent but yet to be published study on barriers to ESM in MIPs delivery by this author has identified 39 barriers to ESM in MIPs delivery in Nigeria. It is therefore important for MIPs' managers to identify and understand these challenges and/or barriers with a view to achieving ESM and successful delivery of their projects.

2.3 Factors/Barriers Militating against Effective Stakeholder Management in Project delivery

A review of extant literature on stakeholder management showed that many previous studies have identified challenges and factors militating against ESM in project delivery. The challenges/factors were identified by studies conducted by authors such as Abdu lawan (2016); Chino and Olomolaiye (2015); Eyiah- Botwe1 et al. (2015); Molwus (2014); Hammad, (2013); Mok et al. (2013) and many others. An analysis of the challenges/factors resulted in the list of barriers contained in Table 1. The Table contains list of Factors Militating Against ESM in MIPs' Delivery obtained by the study from literature review.

Table 1 : Factors Militating Against Effective Stakeholder Management in MIPs' Delivery in Nigeria

S/N	Barrier
1	Incomplete Stakeholder Identification
2	Late identification of stakeholders
3	Failure to identify key stakeholders
4	Failure to recognise and cooperate with adverse stakeholders
5	Language barrier between stakeholders
6	Cultural differences between stakeholders
7	Uncooperative Attitude of Stakeholders
8	Limited stakeholder engagement/involvement
9	Lack of stakeholder engagement/involvement
10	Stakeholders' incapacity to participate in discussions
11	Involvement of numerous stakeholders
12	Assignment of similar task to two stakeholders
13	Failure to Identify potential conflict areas
14	Failure to assess levels of influence of various stakeholders
15	Failure to understand Stakeholders' needs and expectations
16	Lack of constant communication with stakeholders
17	Lack of open and ongoing communication process
18	Issuance of the same information to all stakeholders
19	Failure to meet information requirements of all stakeholders
20	Issuance of incorrect information to stakeholders

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- 21 Lack of a person specifically assigned to handle SM
 - 22 Conflicts between Stakeholders
 - 23 Lack of Periodic Stakeholder Meetings
 - 24 Misunderstanding of roles by stakeholders
 - 25 Taking over roles from one stakeholder & assigning them to another
 - 26 Lack of continuity in SM process
 - 27 Project Manager's poor knowledge of SM
 - 28 Absence of formal SM process
 - 29 Failure to understand relationship between and among stakeholders
 - 30 Lack of fairness and equity, for all stakeholders;
 - 31 Failure to engender trust with the stakeholders;
 - 32 Inhumane attitude in relating with stakeholders
 - 33 Imposition of leadership on stakeholders
 - 34 Nature and size of a project;
 - 35 Project location
 - 36 Interference in SM by client
 - 37 Client's uncooperative attitude
-

3. Research Methodology

The study was conducted in three stages. The first stage involved extensive literature review from which the list of factors militating against effective stakeholder management in MIPs delivery in Nigeria contained in Table 1 was drawn. The identified factors were then carefully analysed and discussed with some MIPs' project managers and other experts in order to identify major barriers to ESM in MIPs' delivery. A questionnaire survey was then conducted to evaluate the impact of each barrier against ESM in MIPs' delivery on the basis of a 5-point Likert Scale where 1 represents Very Low Impact, 2 represents Low Impact, 3 Moderate Impact, 4 High Impact and 5 Very High Impact. The Relative Importance Index (RII) for each factor was then calculated and ranked accordingly. This approach was used to rank causes of delay in Construction Projects and Causes of Delay for Residential Construction Projects in Indian Context by Abu Hassan (2016) and Megha and Rajiv (2013) respectively.

3.1 Survey Design

As mentioned earlier, a questionnaire survey approach was adopted for the purpose of data collection on the perceptions of the respondents on the level of impact of each of the 34 barriers against ESM in the delivery of Multifarious Infrastructure Projects (MIPs) in Nigeria. The questionnaire is made up of three sections. The first section comprised introduction of the study and definitions of an MIP, stakeholder and stakeholder management in the context of the study. The second section contained participants' information that was eventually used in categorising the participants into groups while the last section contained the respondents' perceptions on the barriers respective levels of impact against ESM on the basis the 5 point Likert Scale described above.

3.2 Questionnaire Administration

The questionnaire was purposely administered to 25 experienced MIPs' project managers (PMs) involved in and/or associated with the delivery of MIPs in the north eastern and north western regions of Nigeria due to their knowledge in the study area and willingness to partake in the study. Kumar (2011) argued that a researcher should only go to those people who in his/her opinion are likely to have the required information and willing to share it with the researcher while Fellows and Liu (2015) postulated that the real issue, after identifying data required for a study and sources of the data, is to determine which person is at an appropriate position to provide the data required for the study. The uncommon nature of MIPs also played significant role in deciding the number of respondents to be considered for the study because infrequent execution of MIPs in the regions covered by this study has limited the number of people to be considered as respondents for the study considerably.

3.3 Ranking Approach

Relative Importance Index (RII) was used to assess and rank each barrier to ESM on the basis of respondents' scores collected from the survey. Gunduz et al. (2014) used the relative importance index to rank factors that delayed Turkish construction projects. It was also used by many other scholars such as Somiah et al. (2015) who used it to conduct relative importance analysis of factors influencing unauthorized siting of residential buildings in the Sekondi-Takoradi Metropolis of Ghana. Johnson and LeBreton (2004) argued that RII ranking method best fits the purpose of a study of this nature which sets to find the contribution a particular variable makes to the prediction of a criterion variable both by itself and in combination with other predictor variables.

The Relative Importance Index (RII) used to assess and rank the PMs' perceptions on each barrier to ESM in the delivery of MIPs in Nigeria was calculated using the following formula:

$$RII = \frac{\sum W}{A * N} \quad (1)$$

where:

W = weight given to each attribute by the respondent (1 to 5).

A = the highest weight (in this case is 5).

N = total number of respondents

RII Value ranges from 0 to 1. The higher the RII value a barrier has, the higher its ranking and level of impact against ESM.

4 Results and Discussions

4.1 Results

4.1.1 Outcome of Analysis of and Discussions on Factors Militating Against ESM in MIPs' Delivery

The analysis and discussions resulted in the reduction of the 37 identified factors militating against ESM in MIPs' delivery to the 34 barriers to ESM contained in Table 2.

Table 2: Barriers to ESM in MIPs' Delivery

S/N	Barrier
1	Incomplete Stakeholder Identification
2	Late identification of stakeholders
3	Failure to identify key stakeholders
4	Failure to recognise and cooperate with adverse stakeholders
5	Language barrier between stakeholders
6	Cultural differences between stakeholders
7	Uncooperative Attitude of Stakeholders
8	Limited stakeholder engagement/involvement
9	Lack of stakeholder engagement/involvement
10	Stakeholders' incapacity to participate in discussions
11	Involvement of numerous stakeholders
12	Failure to Identify potential conflict areas
13	Failure to assess levels of influence of various stakeholders
14	Failure to understand Stakeholders' needs and expectations
15	Lack of constant communication with stakeholders
16	Lack of open and ongoing communication process
17	Issuance of the same information to all stakeholders
18	Failure to meet information requirements of all stakeholders
19	Issuance of incorrect information to stakeholders
20	Lack of a person specifically assigned to handle SM
21	Conflicts between Stakeholders
22	Lack of Periodic Stakeholder Meetings
23	Misunderstanding of roles by stakeholders
24	Project Manager's poor knowledge of SM
25	Absence of formal SM process
26	Failure to understand relationship between and among stakeholders
27	Lack of fairness and equity, for all stakeholders;
28	Failure to engender trust with the stakeholders;
29	Inhumane attitude in relating with stakeholders
30	Nature and size of a project;
31	Project location
32	Client's uncooperative attitude

4.1.2 Received Questionnaire Response

Twenty five (25) questionnaires were distributed to PMs who have actively participated in the delivery of MIPs in the north eastern and north western regions of Nigeria. Eighteen questionnaires (18) which represented 72% were returned and used for analysis. The returned questionnaires were considered adequate for the study because a comparative analysis on

response rate in academic studies by Baruch (2014) discovered an average response rate of between 53 - 55.6%. Another study by Matthews (2007) recommended between 40 - 50% response rate while Idrus and Newman (2002) considered any questionnaire response in the range of 20% to 30% to be adequate for research in construction industry.

4.1.3 Respondents' Profile

The respondents' profiles based on their professions, sectors of employment and years of experience are given in Figures 1, 2 and 3.

4.1.3.1 Respondents' Profiles on the basis of their Professions

The professional callings of the respondents are shown in Figure 1

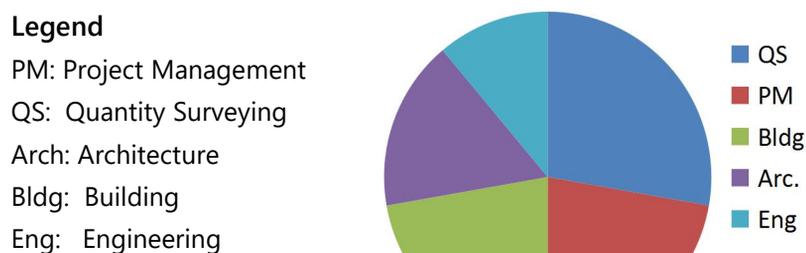


Figure 1: Breakdown of Respondents based on their Professions

The chart shows that quantity surveyors constituted 28% of the respondents while 22% were project managers by profession. Builders also provided 22% of the responses whereas 17% of the respondents were architects by profession. Responses provided by engineers contributed 11% of the responses.

4.1.3.2 Respondents Profile based on their Sector of Employment

The respondents' breakdown according to their respective sectors of employment is given in Figure 2.

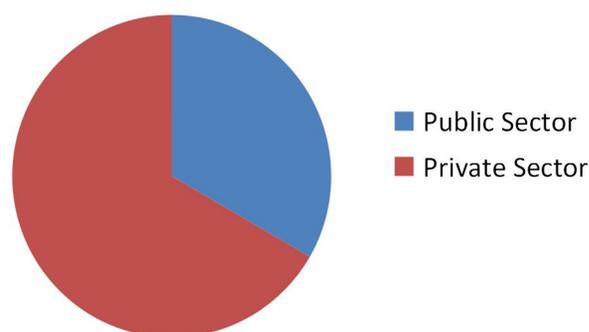


Figure 2: Respondents Profile on the Basis of their Sector of Employment

Figure 2 above showed that the respondents were made up of 33% of the respondents were employed in the public sector and while 67% were employed in the private sector.

4.1.3.3 Respondents Profile based on their Years of Experience

The respondents' breakdown according to their years of experience is given in Figure 3.

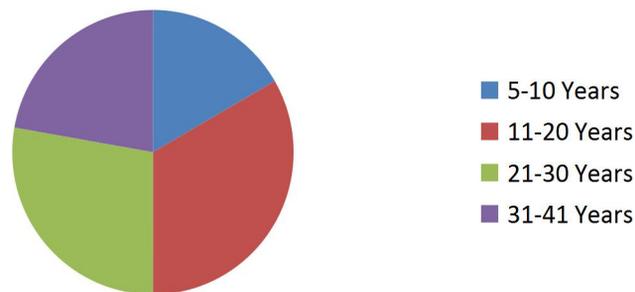


Figure 3: Respondents' Profile based on their Years of Experience

Figure 3 showed that respondents with 21 - 30 years working experience constituted 28% of the respondents while those with 11 - 20 years experience had 33% of respondents. Respondents within the range of 5-10 years provided 17% of the responses while respondents within 31 - 41 years made up 22% of the respondents.

4.1.4 Survey Results and Data Analysis

Survey participants' perceptions (evaluations) on the impact of each barrier against ESM in project delivery on the basis of a 5-point Likert Scale where 1 represents Very Low Impact, 2 represents Low Impact, 3 Moderate Impact, 4 High Impact and 5 Very High Impact were analysed using RII approach. The Relative Importance Index (RII) value of each barrier was calculated using the formula given under Ranking Approach. The calculated RII values were then used to rank the barriers in descending order. The respondents' perceptions, RII values and ranking of each barrier against ESM in MIPs' delivery are contained In Table 3. The Table contains list of barriers to ESM, the respondents' evaluations of their respective impacts, the barriers' values and ranking.

Table 3: Respondents' Perceptions, RII Values and Ranking of Barriers to ESM in MIPs' Delivery

Barrier	N	Respondents Evaluations					RII	Rank
		1	2	3	4	5		
Client's Uncooperative Attitude	18	0	0	0	5	13	0.9444	1
Failure to Identify Potential Conflict Areas	18	0	0	1	9	8	0.8778	2
Uncooperative Attitude of Stakeholders	18	0	1	1	7	9	0.8667	3
Failure to Identify Key Stakeholders	18	0	1	4	4	9	0.8333	4
Failure to Understand Stakeholders' Needs and Expectations	18	0	0	4	7	7	0.8333	4
Project Manager's Poor Knowledge of SM	18	0	1	5	2	10	0.8333	4
Failure to Meet Information Requirements of all	18	0	2	7	6	3	0.8222	5

Stakeholders								
Conflicts between Stakeholders	18	0	1	5	5	7	0.8000	6
Lack of Stakeholder Engagement/Involvement	18	1	0	4	7	6	0.7889	7
Issuance of Incorrect Information to Stakeholders	18	0	3	4	3	8	0.7778	8
Lack of Fairness and Equity, for all Stakeholders;	18	0	2	2	8	6	0.7778	8
Inhumane Attitude in Relating with Stakeholders	18	0	3	4	3	8	0.7778	8
Limited Stakeholder Engagement/Involvement	18	1	0	6	5	6	0.7667	9
Misunderstanding of Roles by Stakeholders	18	0	0	7	7	4	0.7667	9
Failure to Engender Trust with the Stakeholders;	18	0	2	3	10	3	0.7667	9
Failure to Recognise Adverse Stakeholders	18	0	0	4	9	5	0.7556	10
Taking Over Roles from One Stakeholder & Assigning them to Another	18	0	6	4	6	2	0.7556	10
Lack of Open and Ongoing Communication Process	18	0	1	5	10	2	0.7444	11
Incomplete Stakeholder Identification	18	1	2	4	7	4	0.7222	12
Lack of a Person Specifically Assigned to Handle SM	18	1	1	6	6	4	0.7222	12
Late Identification of stakeholders	18	1	1	5	9	2	0.7111	13
Failure to Assess Levels of Influence of Various Stakeholders	18	0	3	5	7	3	0.7111	13
Failure to Understand Relationship between and among Stakeholders	18	0	1	8	8	1	0.7000	14
Lack of Constant Communication with Stakeholders	18	0	0	10	8	0	0.6889	15
Absence of Formal SM process	18	0	3	6	7	2	0.6889	15
Nature and Size of a Project;	18	1	3	6	4	4	0.6778	16
Lack of Periodic Stakeholder Meetings	18	0	3	9	5	1	0.6444	17
Project Location	18	4	3	2	6	3	0.6333	18
Issuance of the Same information to all Stakeholders	18	2	5	4	3	4	0.6222	19
Assignment of Similar Task to two Stakeholders	18	1	4	5	5	3	0.6111	20
Stakeholders' Incapacity to Participate in Discussions	18	1	4	7	6	0	0.6000	21
Cultural Differences between Stakeholders	18	3	4	4	5	2	0.5889	22
Involvement of Numerous Stakeholders	18	3	3	5	6	1	0.5889	22
Language Barrier between Stakeholders	18	4	3	5	5	1	0.5556	23

Results of the study as contained in Table 3 clearly indicated that PMs have different perceptions on respective levels of impact of the various barriers to ESM in MIPs' delivery which resulted in different RII values and rankings for the barriers. It can also be clearly seen from the Table that the RII values range between 0.5556 and 0.9444 while the barriers were ranked from first to twenty third positions. The Table also clearly indicated that Client's Uncooperative Attitude with an RII value of 0.9444 was ranked as the first barrier to ESM in MIPs delivery in Nigeria followed by Failure to Identify Potential Conflict Areas with an RII value of 0.8778 and Uncooperative Attitude of Stakeholders in the second and third positions respectively. Language Barrier between Stakeholders with an RII value of 0.5556 was according to the Table ranked as the twenty third and last barrier to ESM in MIPs delivery.

The result also showed that some barriers have the same RII values as a result of which they were ranked in the same positions. Such barriers as shown on the included Failure to Identify Key Stakeholders, Failure to Understand Stakeholders' Needs and Expectations and Project Manager's poor knowledge of SM with similar RII value of 0.8333 each of which was ranked as the fourth barrier. Eighth and ninth positions were shown on the Table to be occupied by three barriers while the tenth, thirteenth, fifteenth and twenty second positions were each shared by two barriers.

4.2 Discussions

Findings from the study as presented in Table 3 highlighted the PMs perceptions on the level of impact of each barrier against ESM in MIPs' delivery and implied that each of the barriers has different level of impact against ESM in MIPs delivery. The rankings implied that ESM cannot be achieved in the delivery of MIPs unless each barrier is given the attention it deserves based on its identified level of impact against ESM in the projects' delivery. It further implied that successful delivery of an MIP may not be achieved unless the barriers are adequately addressed because unexpected problems and uncertainty to a project can, according to Karsen (2002), be caused by stakeholders, if stakeholder management is not adequately addressed in the project's delivery.

The ranking of client's uncooperative attitude as the first barrier against ESM in MIPs delivery by the study as shown in Table 3 clearly underscored the importance of a client's attitude to ensuring ESM and successful project delivery. A client, according to Chinyio and Omolaiye (2015), initiates a project, finances the project, determines its objectives and scope, specifies the functions the project's outcome should satisfy and largely determines its methods of implementation. The authors added that a client must be the starting point for understanding the priorities and interests of project stakeholders without which ESM will not be possible. Failure to Identify Potential Conflict Areas was, as shown in the Table, ranked as the barrier with second highest level of threat to ESM in MIPs delivery. The ranking, which represented the PMs' perceptions on the level of impact of the barrier, implied that the barrier may not allow stakeholders' managers to identify probable conflict areas in MIP delivery, develop preventive measures and/or address the conflicts when they occur in order to achieve ESM in MIPs delivery. Stakeholder managers should therefore proactively identify all likely areas of conflicts and circumstances that may result in conflict between MIP stakeholders and develop proactive measures to prevent the conflicts and/or addressing them when they eventually occur. The ranking of another barrier associated with failure to identify conflict areas, that is, conflicts between stakeholders as the sixth barrier was also shown in the table. This barrier has direct impact on ESM and MIP delivery because no meaningful achievement can be recorded in a conflict situation. Conflict of authority between some role players of a Large Infrastructure Project (LIP) created serious management problem for the LIP which contributed to the project's failure (Zarewa et al., 2018). The likely impacts of these two barriers on ESM have made authors such as Jepsen and Eskerod, (2009); Yang et al. (2009) and Chinyio and Akintoye, (2008) to consider identifying and analysing possible conflicts and coalitions among stakeholders as well as effective resolution of conflicts among stakeholders as CSFs for ESM.

The ranking of uncooperative attitude of stakeholders as the third barrier suggested that MIPs' stakeholders should strive to get the cooperation of all stakeholders associated with the delivery

of their project, if they wish to achieve ESM and successful delivery of their projects. Uncooperative attitude of some stakeholders can, according to Chino and Omolaiye (2015), make construction projects irrespective of their sizes to become embroiled in a process of controversy and conflict without warning.

The ranking of failure to identify key stakeholders, failure to understand stakeholders' needs and expectations, and project manager's poor Knowledge of SM in the same fourth position implied that respondents of the study perceived the three barriers to have the same level of impact in MIPs delivery. Failure to identify key stakeholders will make ESM difficult if not impossible because without identifying the stakeholders, the manager may not know their needs and expectations, power, perception, disposition towards the projects, constraints etc. and the approach to adopt in managing them. Miller and Oliver (2015) postulated that it is important to identify key stakeholders in order to understand how much power they have to either facilitate or hinder a project. The authors further argued that the identification will lead to their effective management and development of plans to ensure that they (key stakeholders) fulfill their functional position based on the project team's identification of their position and influence in the stakeholder map. ESM will also be difficult to achieve in a situation where a PM fails to understand stakeholders' needs and expectations because the manager's knowledge of what the stakeholders require and expect from the project will provide very useful information on how to manage them effectively. This can best be appreciated if the fact that stakeholders have different needs and expectations that may create clashes within the project is taken into consideration. It is therefore important for stakeholders to be managed according to their needs and expectations so that no stakeholders may feel left out. Teye Buerthey et al. (2016) were of the views that project team must determine stakeholders' requirements and expectation and manage their influence in relation to their requirements in order to ensure ESM and successful project delivery. Project Manager's poor knowledge of SM has direct relation with quality of SM in any project delivery because a project manager cannot effectively manage stakeholders without appropriate knowledge and skills. A study by Eyiah-Botwe1 et al. (2015) on the importance of a PM's appropriate knowledge to achieving ESM identified PMs' poor knowledge as a major Critical Barrier Factor to an effective SM. The authors further argued that a person cannot give what he/she does not have.

Failure to Meet Information Requirements of all Stakeholders ranked as the fifth barrier will make ESM in MIPs delivery difficult to achieve because stakeholders cannot perform optimally without adequate, accurate and appropriate information. Lack of appropriate, timely and correct information can make a project to become embroiled in a process of controversy and conflict without warning (Chino and Omolaiye 2015). Another barrier closely related to the last one is Issuance of Incorrect Information to Stakeholders ranked as the eighth barrier against ESM in MIPs delivery by the study. It will be extremely difficult to achieve ESM in MIPs delivery on the basis of incorrect information because actions and/or decisions taken using such information may turn out to be wrong or fraught with mistakes. Moreover, issuance of incorrect information may make stakeholders to suspect and/or mistrust any information issued to them and this will affect stakeholder management processes. Stakeholders' perception of correctness or otherwise of information given to them has significant effect on SM. Chinyio and Omoloyaie (2015) argued that there is a serious prospect of failure in stakeholder management process if information given by those responsible for a project cannot be trusted by affected stakeholders.

The ranking of Lack of Fairness and Equity, for all Stakeholder and Inhumane Attitude in Relating with Stakeholders as the eight barriers to ESM in MIPs delivery did not come as a surprise because they are related. ESM cannot be achieved if stakeholders are unfairly and inhumanly treated because these dual treatments can demoralise stakeholders and make them to work against achieving ESM and successful project delivery. Fairness and humane treatment of stakeholders can, on the other hand, motivate them to work at their best and contribute greatly towards ESM and successful MIP delivery. The two barriers can result in stakeholders' dissatisfaction, make the stakeholders unsupportive of a project and cause adverse relationship between stakeholders all of which will be inimical to ESM and MIPs delivery. The importance of stakeholders' support, satisfaction, and healthy relationship between stakeholders to ESM and successful project has been highlighted and emphasised by many authors. Kelly (2015) argued that keeping stakeholders satisfied is vital for project success while Chartered Body for the Project Profession (2014) discovered that investing effort in identifying and building stakeholder relationships can increase confidence across a project environment, minimise uncertainty, and enhance speed of problem solving and decision-making.

Three barriers, Limited Stakeholder Engagement/Involvement, Misunderstanding of Roles by Stakeholders and Failure to Engender Trust with the Stakeholders were jointly ranked as the ninth barrier to ESM in MIPs delivery. The ranking implied that the study respondents perceived them to have the same impact against ESM in MIPs delivery. Limited Stakeholder Engagement/Involvement cannot ensure ESM in MIPs delivery due to the fact limiting the stakeholder to engage with or involve in SM will not provide stakeholder managers with information to use in managing the excluded stakeholders' interests, needs, expectations, importance, power, influence, complaints, etc. Full stakeholder engagement/involvement is regarded by many authors and researchers as a major success factor in construction projects. Paul and Ritchie (2012) opined that stakeholder engagement/involvement should be inclusive of all stakeholders that will affect or be affected by a project. Teye Buerthey et al. (2016) argued that to ensure a successful project, the project team must identify and engage all stakeholders, determine their requirements and expectation and manage their influence in relation to their requirements. Failure to engender trust with stakeholder will result in mistrust, suspicion and loss of confidence in project manager by stakeholders which will undoubtedly impact SM in MIPs delivery. The level of trust stakeholder managers are able engender with their stakeholders will determine how the stakeholders will perceive the accuracy or otherwise of the information. Chinyio and Omoloyaie (2015) argued that a problem will arise once any given information is perceived to be inaccurate and any every effort to improve that information may face the risk of being met with suspicion by those stakeholders for whom the information is intended.

Failure to Recognise Adverse Stakeholders and Taking over Roles from One Stakeholder & Assigning them to Another shown to occupy tenth position in Table 3 have the potential of hindering ESM in MIPs. Non recognition of adverse stakeholders will deprive stakeholders' managers the opportunity to assess their interests, power, influence, expectations and views on the project. Cleland (1986) was of the views that failure to recognise or cooperate with adverse stakeholders may hinder ESM and successful project outcome because some strong and vociferous adverse stakeholders can force their particular interest on a project manager at some time, perhaps at a time least convenient to the project. Taking over Roles from One Stakeholder & Assigning them to Another has the potential of causing conflict between the affected

stakeholders and hindering ESM in MIPs delivery. An MIP was discovered to experience serious conflict between in-house staff and consultants due to the taking over of the design and management of the MIPs' delivery from the in-house staff and assigning same to the consultants (Abdu Lawan, 2016).

5. Conclusion

This study investigated project managers' perception of barriers to effective stakeholder management in the delivery of multifarious infrastructure projects in Nigeria. Both the study and its timing were considered apt due to the recurring failure of the projects as a result of problems associated with SM. 34 barriers to ESM in the projects' delivery in Nigeria were identified, evaluated and ranked by the study. The findings indicated that barriers with different levels of impact inhibit ESM in MIPs delivery and at times even lead to the projects' failure. The study recommends the development and effective implementation of Stakeholder Management Strategy (SMS) that will clearly spell out how to address both the barriers identified by this study and those yet to be identified.

Findings of the study will enable project managers and other stakeholders associated with the delivery of MIPs to understand barriers hindering ESM in the projects delivery and develop strategies for overcoming the barriers. The study contributed to knowledge by increasing understanding of barriers to ESM in MIPs delivery and their respective levels of impacts.

It is however important to note that the study has some limitations that may affect generalisation of its findings. One of such limitations was the restriction of the study's respondents to project managers involved in the delivery of MIPs in north eastern and north western regions of Nigeria. Findings of the study could, however, still be used to conduct another study to cover wider area using similar or different research method.

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